

**MINUTES**  
**MEETING OF THE BOARD OF DIRECTORS**  
**PLANNING & EXTERNAL RELATIONS COMMITTEE**  
**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**August 12, 2013**

The Board of Directors Planning & External Relations Committee met on August 12, 2013 at 12:37 p.m. in the Board Room on the 6<sup>th</sup> Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

**Board Members Present**

Robert L. Ashe III  
Harold Buckley, Sr.  
Wendy Butler, *Chair*  
Frederick L. Daniels, Jr.  
Roderick E. Edmond  
Keith Golden, PE  
Barbara Babbit Kaufman  
Jannine Miller\*

MARTA officials in attendance were: General Manager/ CEO Keith T. Parker, AICP; Chief Operating Officer Rich Krisak; Chief Administrative Officer Edward L. Johnson; Chief of Staff Rukiya Eaddy; Chief Financial Officer Gordon L. Hutchinson; Program Manager of Strategic Transformation Initiative (STI) Davis Allen; AGMs Deborah Dawson, Shyam Dunna (Acting), Rod Hembree (Acting), Jonnie Keith (Acting); Cheryl King; Ryland McClendon and Elizabeth O'Neill; Executive Director Ferdinand Risco; Sr. Director Donald Williams; Directors John Crocker, Scott Haggard, Connie Krisak; Managers Janidide Sidifall and Beverly Williams; Executive Manager to the Board Rebbie Ellisor-Taylor; Manager, Executive Office Administration Tyrene L. Huff; Finance Administrative Analyst Tracy Kincaid. Others in attendance Carlos Arrieta, Dontaye Brown, Reginald Bryant, Willie Clemons, Jeremy Craig, Don Lawrence, Anthony Pines and Tameka Wimberly.

Also in attendance Charles Pursley, Jr. of Pursley Friese Torgrimson, LLP; Adelee LeGrand of AECOM; Heather Alhadeff of Center Forward, LLC; Jim Gilvin of City of Alpharetta; Jonathon Lewis of City of Atlanta; Andrew Antweiler of City of Roswell; Betty Willis of Emory; Edward Leidelmeyer of Fulton County; Nicole M. Hall and Keri Strauss of Fulton County Nickel Works; Chris Hall of Haddow & Co.; Pam Alexander of LTK Engineering; Brandon Bend and Kristin

\* Jannine Miller is Executive Director of the Georgia Regional Transportation Authority (GRTA) and is therefore a non-voting member of the MARTA Board of Directors.

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Rome of North Fulton CID; Andrea Foard and Mike Myers of PB; Felker Ward of PFA; Brian Whitfield of Smith Dalia Architects; William Jones.

### **Approval of the July 10, 2013 Planning & External Relations Committee Meeting Minutes**

On motion by Mr. Ashe seconded by Mr. Daniels, the minutes were unanimously approved by a vote of 5 to 0, with 5 members present.

### **Briefing – Update on Transit Oriented Development Activities**

Dr. Crocker briefed the Committee on Update on Transit Oriented Development Activities.

#### **2012 Identified Development Opportunities**

##### ***Stations – Status as of June 13, 2013***

- Avondale – under six month LOA with City of Decatur
- Brookhaven – Coordinating with City Comp Plan Update
- Edgewood/Candler Park – LOA signed/schedule under development
- Hamilton E. Holmes – Potential Fall 2013 Release
- King Memorial – RFQ Released July 15/Due August 15
- Kensington – Potential Fall 2013
- Lakewood Ft. McPherson – Watching Ft. McPherson developments
- Lindbergh Center – Potential Fall 2013 Release
- Medical Center – Possible modification to existing lease
- Oakland City – Watching Ft. McPherson developments

##### ***King Memorial Station***

- Using a two-step process to select development partner
  - Based upon selection process for MMPT
- RFQ Released July 15, 2013 – due August 15, 2013
- Qualified Partners notified early September 2013
- Full Proposals due October 2013
- Anticipate November Planning & External Relations Committee (PERC) Recommendation

*Avondale Station*

- 7+ Acre Mixed-Use Development
- LOA with City of Decatur authorized Jan 2013
- Decatur Finalizing RFQ (Release 30-60 days)
- MARTA staff will be part of transparent selection process
- Drafting initial agreement terms between MARTA
- Any decision will require MARTA Board of Directors approval

*Chamblee Station*

- LOA with Development Authority of DeKalb County (DADC) approved March 2013 (Signed April)
- Briefed PERC on May 10 Proposal from DADC
- Proposal on MARTA site
  - 50,000 SF Clinic
  - 90 Units Senior Housing
  - Needs coordination with Condo association
- Obtaining more detail on tax abatement proposal and other questions raised at July PERC meeting

*Edgewood/Candler Park*

- LOA Signed and Delivered to Invest Atlanta
- Invest Atlanta indicated willingness to:
  - Have a competitive development team selection process
  - Have MARTA input in the evaluation process with scoring
- Meeting July 19 to set initial schedule of proposal scope and competitive release
- Inquired about rezoning process from Industrial to MRC-3

*Abernathy 400 (near Sandy Springs Station)*

- Existing 11 Acre Mixed-Use Development (Incomplete)
- Condominiums built 2008 Proposed Office & Hotel
- Existing Ground Lease allows MARTA to reacquire the hotel parcel

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- Legal process to reacquire the hotel parcel is underway with development partner – needed to be complete prior to competitive development selection process

### *Other Activities*

- Monitoring Ft. McPherson Redevelopment activities in relation to Lakewood / Ft. McPherson and Oakland City stations
- Medical Center ground lease payments started and received in July from Emory / St. Joseph's health care on Site II – possible proposal for a hotel which would require renegotiation of ground lease of Site III
- Brookhaven / Oglethorpe University: Coordinating with City of Brookhaven on update of Comprehensive Plan kick-off in August 2013; a charrette focusing on the Station area and in cooperation with Southface is scheduled for early October
- Lindbergh Center: Educated neighboring property owner on MARTA's TOD Guidelines and policy regarding redevelopment of Shoney's site on Piedmont

Mr. Daniels asked if this was the recommendation of the TOD consultant.

Dr. Crocker said yes.

Mr. Ashe asked if the FTA is approving in advance.

Dr. Crocker said the FTA is fine with the direction MARTA is going. Once staff comes back to the Board in November; MARTA will then send official notice to FTA.

Mr. Ashe asked if MARTA is keeping FTA informed in the interim.

Dr. Crocker said yes.

### **Briefing – Clifton Corridor Transit Initiatives**

Mrs. Wimberly briefed the Committee on Clifton Corridor Transit Initiatives.

*Pre-Environmental Preparation*

- Refine adopted Locally Preferred Alternative (LPA) to meet engineering and environmental constraints
- Refine costs and ridership associated with LPA
- Identify design options with associated lower costs and higher ridership
- Prepare for development of Environmental Impact Statement (EIS) and entry into the formal project development phase – MAP 21

*Clifton Corridor Environmental Study Schedule*

- Winter – Summer 2013
  - Horizontal Alignment
  - Engineering Reconnaissance
  - Station Locations & Design
  - Environmental Impacts
  - Project Steering Committee Meetings
- Fall 2013
  - Impact Assessment
  - Notice of Intent
  - Early Scoping
  - Detailed Engineering
  - Alignment and Cost Refinement
- Winter – Fall 2014
  - Scoping
  - Technical Studies
- Winter – Summer 2015
  - Documentation
  - Publication of Detailed Environmental Impact Statement
  - Public Hearings

*Feedback*

- Stakeholder Meetings
  - DeKalb County Commissioners Rader & Gannon – June 18
  - Clifton Corridor – Emory Haygood Bridge Meeting – June 19

- Clifton Corridor Project Steering Committee – June 20
- LLCC Coordination – June 20
- Emory Coordination – June 24
- Majority of stakeholders prefer Refinement Option 1B due to better access to Emory Campus and other destinations
- Many expressed the desire to see the investment rather than have it in a tunnel

*Refined Locally Preferred Alternative (LPA) Data*

- Adopted LPA
  - Length: 8.79 miles
  - Annual Operating Cost: \$15.3M (2012 dollars)
  - Capital Cost: \$1.16B (2012 dollars)
  - Year-of-Expenditure (YOE) Capital Cost: \$1.73 B (2025 dollars)
  - 2040 Boardings: 20,500
- Refined LPA
  - Length: 8.56 miles
  - Annual Operating Cost: \$21.7M (2013 dollars)
  - Capital Cost: \$1.22 B (2013 dollars)
  - Year-of-Expenditure (YOE) Capital Cost: \$2B (2028 dollars)
  - 2040 Boardings: 24,400

*Design Options*

- Option 1B
  - Eliminates all deep tunnels
  - Alignment repositioned to operate predominantly at-grade
  - Realignment includes operating at-grade within Clifton Road south of Rollins School of Public Health
  - Requires access to CSX right-of-way between Lenox Road and Briarcliff Road to avoid significant impacts 45 to 50 residential properties within Woodland Hills Neighborhood
- Option 1C
  - At-grade with similar challenges as identified in Option 1B until Clifton Road

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- Provides tunnel beneath congested areas of Clifton Road
- Eliminates bored tunnels between Cheshire Bridge area and Briarcliff Road area as well as Emory Clairmont Campus and Scott Boulevard

### *Next Steps*

- Initiate early scoping and public meetings with approval from Federal Transit Administration to obtain additional public comment on the proposed design options.
- Begin negotiations with CSX on identifying lease or right-of-way purchase agreement for options 1B or 1C
- Identify potential funding sources and financial strategy

### *Decision Points*

- Decide whether or not to initiate formal Project Development (PD) process within which environmental impact statement, preliminary engineering, and final design must be completed within two years
- Decide whether or not to submit project for New Start based on project competitiveness; develop financial plan

Mr. Ashe why did the operating costs go up.

Ms. Wimberly said it was partly due to changes in engineering. She added that staff can take a deeper look into it.

Ms. Miller asked staff to create speaking points for Board Members. She added that she would like to see a 2012/2013 comparison and Return on Investment (ROI).

Mrs. Butler agreed that concise speaking points would be helpful for Board Members.

Ms. Miller asked what is the refined alignment.

Ms. Wimberly said it is the same as the adopted alignment with a tunnel.

Mr. Daniels asked if the Authority is looking at Public Private Partnerships.

Ms. Wimberly said yes.

Dr. Edmond said he strongly recommends dialogue with CSX upfront.

Ms. Wimberly said staff will gain feedback from stakeholders, the community and CSX and provide that information to the PERC in October.

Ms. Miller asked about an economic impact analysis.

Ms. Wimberly said it will depend on nailing down an alignment.

Ms. Miller said it would be beneficial to understand the impact earlier in the process.

Mrs. Butler said that is a great point.

### **Briefing – Connect 400 Transit Initiatives**

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Mrs. Sidifall briefed the Committee on Connect 400 Transit Initiatives.

#### *Purpose and Importance of Study*

- Evaluate feasibility of increased transit service
- Identify potential for high-capacity transit project implementation

#### *Differentiation between Past Studies*

- Assess land development over past decade
- Consider demographic changes in study area
- Advance planning process from previous studies

#### *Connect 400 Alternative Analysis Schedule*

- Winter 2011
  - Goals and Objectives
  - Purpose and Need
  - Existing Conditions
- Spring 2012
  - Evaluation Methodology
  - Definition of Alternatives

- Refine Ridership Model
- Winter 2012 – Summer 2013
  - Evaluation of Alternatives
  - Refine Alternatives
- Summer/Fall 2013
  - Early Scooping

*Feedback*

- 30 Stakeholder Interviews
- Three Technical Advisory Committee Meetings
- Five Project Steering Committee Meetings
- Holiday/Winter Survey
  - 136 Respondents
- Georgia 400 Corridor preferred alignment
- Overwhelming community support for Heavy Rail Transit
- Heavy Rail Transit best performing alternative
- Need for enhanced connections to proposed transit corridor

*Evaluation of Alternatives*

- Bus Rapid Transit (BRT)
  - Capital Costs (Millions/Mile): \$10-\$120
  - New Riders by 2040: 5,400
  - Boardings by 2040: 13,300
- Light Rail Transit (LRT)
  - Capital Costs (Millions/Mile): \$80-\$300
  - New Riders by 2040: 7,000
  - Boardings by 2040: 15,800
- Heavy Rail Transit (HRT)
  - Capital Costs (Millions/Mile): \$200-\$600

- New Riders by 2040: 10,900
- Boardings by 2040: 23,700

*Summary Results*

- Goal 1: Mobility & Access
  - HRT provides higher ridership numbers, transit benefits and reductions in vehicular traffic
- Goal 2: Land Use & Economic Development
  - All three alternatives are relatively equal in supporting land use and economic development planning
- Goal 3: Cost Effective Service
  - BRT is much cheaper and cost-effective than the other alternatives
- Goal 4: Environmental/Community Impact
  - HRT presents least environmental impact and is most beneficial to reducing vehicle miles traveled and air pollutants

*Recommended Concept*

- Phase 1 – Short to Intermediate Term
  - Construction of two new transit centers
  - Express and local bus routes
  - Reduced headways on existing routes
  - Preliminary engineering, Right of Way (ROW) acquisition, design work on HRT for Phase 2
- Phase 2 – Long Term HRT Construction
  - Extend to Northridge and Holcomb Bridge Rd.
  - Preliminary engineering, ROW acquisition, design work on HRT for Phase 3
- Phase 3 – Long Term HRT Construction
  - Extend to Northpoint and Mansell Rd.
  - Preliminary engineering, ROW acquisition, design work on HRT for Phase 4

- Phase 4 – Long Term HRT Construction
  - Extend to Old Milton and Windward Pkwy.

*Next Steps*

- Initiate Early Scoping process
- Meetings with City Councils
- Identify funding sources and financial strategies
- Adopt recommended concept as Locally Preferred Alternative (LPA)

*Decision Points*

- Adoption of LPA
- Approval of financial plan
- Decision on whether to enter New Starts process (two-year Project Development process)

Mrs. Butler asked if staff is talking to the community.

Mrs. Sidifall said yes; Public Meetings have been very well attended.

Dr. Edmond asked how were the survey participants selected.

Mrs. Sidifall said email blasts were sent and information was posted online.

Mr. Daniels asked if this is a representative sample.

Mrs. Sidifall said it is much more robust than in the past.

Mr. Daniels said the Board wants to make sure this a representation of what the community is saying.

Ms. King said the Chambers of Commerce and Community Improvement Districts have been very helpful in getting people involved.

Dr. Edmond said the survey was collected during the holiday season. He said how can the Board be sure this is true representation of the public. He asked that staff firm up the science behind the feedback.

Mr. Ashe said perhaps elected officials can speak on behalf of their constituents.

Mrs. Butler said staff has done a really good job in engaging the community. MARTA has received more support than opposition.

Ms. Miller asked if this information is also presented to stakeholders.

Mrs. Sidifall said yes.

Dr. Edmond asked staff to provide the Board with Operational and Maintenance Costs.

Ms. Miller said it would also be helpful to see what TODs can do to offset costs. She applauded staff for sorting through this very complex issue.

### **Briefing – Midtown Alliance Transit Station Enhancements**

Mrs. Alhadeff of Center Forward and Mr. Whitfield of Smith Dalia Architects briefed the Committee on Midtown Alliance Transit Station Enhancements.

#### *Project Description*

- To develop implantable solutions for three Midtown MARTA Stations by enhancing the function, operational and aesthetic aspects of the exterior of each station

#### *Goals – Attract Users & Spur Economic Development*

- Short-Term Goal
  - To create an enhanced gateway experience that increases transit ridership and provides visitors with the best possible first impression of Midtown Atlanta
- Long-Term Goal
  - To reposition the transit station as destinations in their own right that catalyze surrounding development and help sustain economic growth in the Midtown area

#### *Team Members*

- Midtown Alliance
- MARTA
- ARC
- Smith Dalia Architects

- Center Forward
- Jacob Vallo
- Alex Brewer
- Gable-Youngston
- Sylvatica Studio

*Desired Outcomes*

- A renewed interest by community members to view MARTA stations as an asset
- Plan that sustains the continued mixed-use, high-density development in Midtown, particularly in areas within the 5-minute walkshed of transit stations
- Strategies that aim to increase transit ridership and station visits
- Actionable steps to:
  - Increase public safety and improve perceptions of safety in and around stations
  - Improve accessibility to and from the stations by all users
  - Improve connectivity to the stations
  - Enhance the sense of place around MARTA stations
  - Result in well maintained station areas

*Project Work Plan (6 month duration)*

- Phase I – Station Assessment: June – July
- Phase II – Visioning & Public Engagement: July – August
- Phase III – Concept Development: August – October
- Phase IV – Implementation Plan: October – November
- Phase V – Final Report: November

*Deliverables*

- Provide study that translates past vision statements into actionable plans and help fill a longstanding gap in Midtown's growth
- Provides Cost Estimates, Sponsorship & Funding Report

- Need Concept Plan with specific, high impact, implementable strategies

*ARC Requirements*

- Easier
  - Access
  - Signage
  - Connectivity
  - Productive Wait time
- Safer
  - Lighting
  - Maintenance
  - Activation (power in numbers)
- Delightful
  - Landscape
  - Sustainability
  - Activation

*MARTA Coordination*

- Input and coordination will be very important
- Ideas and installations will be designed in a manner that will ensure resulting projects will be responsive and sensitive to MARTA's operational, facility needs and safety requirements

**Other Matters**

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Mrs. McClendon announced the following external events:

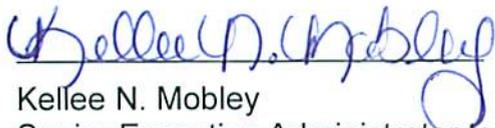
- The National Conference of State Legislators – Annual Legislative Summit will be held August 12 – 15 at the Georgia World Congress Center
- The Georgia Senate Study Committee on Public Transportation for the Atlanta Region will meet on August 22 at 10:00 a.m. – MARTA's GM/CEO Keith Parker has been asked to make a presentation

Adjournment

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The Planning & External Relations Committee meeting adjourned at 1:58 p.m.

Respectfully submitted,



Kellee N. Mobley  
Senior Executive Administrator to the Board